



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
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SEP 25 2006



MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF
DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: 2006 Quadrennial Defense Review (QDR) Strategic Communication (SC)
Execution Roadmap

As the QDR concluded, several important initiatives were identified that warranted a greater degree of attention prior to execution. To this end, the Department of Defense instituted the follow-on QDR execution roadmaps. The roadmaps define important objectives, timelines, and an oversight process to ensure the objectives identified during the QDR are achieved. The roadmaps will complement the Strategic Planning Guidance and provide senior leadership with a mechanism to advance high-priority issues for decision through the FY 2008-2013 defense program.

Attached is the SC Execution Roadmap that identifies important actions and leads for each of the 55 tasks therein; approximately 35 tasks are due over the course of the next year. I have approved an aggressive timeline for this implementation and understand the effort it will require across the Department to meet these timelines. Your support and advocacy of the tasks assigned are critical in successfully executing this roadmap as we prosecute the long war. Maximum effort should be made to enhance related capabilities and to integrate the SC process into the FY 2008-2013 defense program.

Attachment:
As stated

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**QDR Execution Roadmap
for
Strategic Communication**

2006

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Executive Summary

1.0 Introduction

1.1 Purpose. This Execution Roadmap provides guidance for implementing Strategic Communication direction from the 2006 Quadrennial Defense Review (QDR). It includes a plan of action and milestones (POA&M) which assigns objectives, tasks, and milestones, with associated Offices of Primary Responsibility (OPR). The roadmap also provides an initial estimate of the costs of improving capabilities that support Strategic Communication.

1.2 Statement of the Problem

1.2.1 The U.S. military is not sufficiently organized, trained, or equipped to analyze, plan, coordinate and integrate the full spectrum of capabilities available to promote America's interests. Changes in the global information environment require the Department of Defense (DoD), in conjunction with other U.S. Government (USG) agencies, to implement more deliberate and well-developed Strategic Communication processes.

1.2.2 Effective communication by the United States must build upon coordinated actions and information at all levels of the USG to maintain credibility and trust. This will be accomplished through an emphasis on accuracy, consistency, veracity, timeliness, and transparency in words and deeds. Such credibility is essential to building relationships that advance our national interests.

1.2.3 All departments and agencies throughout the USG share responsibility for effective Strategic Communication. The QDR report's recommendations support efforts led by the Department of State to improve the integration of information as a vital element of national power. DoD must contribute to this effort by strengthening Strategic Communication processes in its organizational culture. To this end, OSD and the Joint Staff will develop a staff process that integrates and supports Strategic Communication initiatives among the Combatant Commands and other elements of DoD, while enhancing alignment with broader USG policies, plans, and actions.

1.2.4 The QDR identified significant gaps in the primary communication supporting capabilities of: Public Affairs (PA); aspects of Information Operations (IO), principally Psychological Operations (PSYOP); Military Diplomacy (MD), and Defense Support to Public Diplomacy (DSPD). During the development of this roadmap, Visual Information (VI), principally Combat Camera, was also

identified as a primary communications supporting capability. VI involves the use of one or more of the various visual media with or without sound. We must properly organize, train, equip and resource these primary communication supporting capabilities. This includes developing the most effective tools and processes for communication assessment and analysis, and for delivering information to key audiences, both internal and external.

1.3 Definition. Strategic Communication has been defined as: “Focused United States Government processes and efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable to advance national interests and objectives through the use of coordinated information, themes, plans, programs, and actions synchronized with other elements of national power.”

2.0 QDR Strategic Direction - Goal and Objectives

Goal: DoD will increase its effectiveness in Strategic Communication by developing a culture that recognizes the value of communication and integrates communication considerations into policy development, operational planning, execution, and assessment to advance national interests. The QDR defined three objectives for achieving DoD’s goal of effective Strategic Communication:

- **Objective #1:** Institutionalize a DoD process by which principles of Strategic Communication are incorporated in the development of strategy, policy formulation, planning, and execution
- **Objective #2:** Define roles, responsibilities and relationships, and develop doctrine for Strategic Communication and its primary communication supporting capabilities: Public Affairs (PA); aspects of Information Operations (IO), principally PSYOP; Visual Information (VI), and the DoD activities of Military Diplomacy (MD) and Defense Support to Public Diplomacy (DSPD)
- **Objective #3:** Properly resource Military Departments and Combatant Commands to organize, train, and equip DoD’s primary communication supporting capabilities.

3.0 Plan of Action and Milestones

3.1 Objective 1 - Institutionalize a Strategic Communication Process in DoD

“The Department will work to integrate communications efforts horizontally across the enterprise to link information and communication issues with broader policies, plans and actions.”

DoD QDR Report, February 6, 2006

To increase the effectiveness of Strategic Communication, DoD will infuse supporting capabilities and process into all appropriate aspects of DoD’s business. Today’s global information environment is complex and dynamic, and must be considered throughout strategy and policy development, planning, and execution. Accordingly, this objective directs tasks that will better integrate Strategic Communication within the Department. A detailed task list is contained in Appendix A.

3.1.1 Facilitate the Integration of Strategic Communication Across DoD

3.1.1.1 On 25 Aug 06, DoD established a Strategic Communication Integration Group (SCIG) under co-leadership of the Under Secretary for Policy, Assistant Secretary for Public Affairs, the Chairman’s Director for Strategic Communication, and the Director, Joint Staff. The SCIG will be supported by a Secretariat. The DoD SCIG will:

- Provide recommendations as appropriate across DoD on issues and proposed policies that have significant communication implications
- Integrate proposals and recommend guidance to support developing and approved Combatant Command OPLANS and CONPLANS
- Identify, coordinate, and de-conflict Strategic Communication objectives arising from interagency decisions affecting DoD
- Recommend appropriate Strategic Communication processes for incorporation into policy, doctrine, strategy development, planning, operations and communication initiatives.

3.1.1.2 The DoD SCIG will work to streamline Department and interagency coordination of Strategic Communication processes, while ensuring that those processes comply with the Title 10 responsibilities of the Military

Departments and US Special Operations Command (USSOCOM), as well as prevent unnecessary procedural redundancy.

3.1.2 Improve Integration with USG and Allied/Coalition Strategic Communication Processes

3.1.2.1 By 01 Oct 06, the Department will begin a series of DoD conferences on collaborative Strategic Communication planning, assessment, and execution.

3.1.2.2 By 01 Feb 07, the Department will develop formal processes for supporting coordination of Strategic Communication themes and messages throughout the interagency.

3.1.2.3 By 01 Mar 07, the Department will establish formal processes to better coordinate and synchronize DoD Strategic Communication activities with Allies and Coalition Partners.

3.1.3 Milestones

- 01 Oct 06 - Develop processes to increase information flow between senior decision makers, support the development of DoD guidance that reflects interagency coordination, and provide feedback to Combatant Commands and Military Departments on strategic level proposals and policy initiatives
- 01 Oct 06 - Begin DoD Strategic Communication Conferences
- 01 Jun 07 - Incorporate DoD Strategic Communication guidance into Combatant Command OPLANs and CONPLANs
- 01 Jul 07 - Assess current policy, doctrine, strategy, planning, and operations and, as appropriate, recommend to OPRs changes to better integrate Strategic Communication processes.

3.2 Objective 2 - Define Roles, Responsibilities and Relationships, and Develop Doctrine

“The QDR identified capability gaps in each of the primary supporting capabilities of Public Affairs, Defense Support to Public Diplomacy, Military Diplomacy and Information Operations, including Psychological Operations.”

An important step in increasing DoD's effectiveness in Strategic Communication is to clearly define roles, responsibilities and relationships, particularly among the primary communication supporting capabilities. To achieve this objective, this roadmap directs actions to clarify the roles and responsibilities of primary communication supporting capabilities, enhance Strategic Communication processes, and codify Military Diplomacy and Defense Support to Public Diplomacy initiatives. A detailed task list is contained in Appendix A.

3.2.1 Define Roles and Responsibilities

3.2.1.1 By 01 Oct 06, a DoD Directive will be prepared for Secretary of Defense approval to define and establish Strategic Communication processes.

3.2.1.2 By 01 Nov 06, the Department will develop a DoD Directive on Military Diplomacy and Defense Support to Public Diplomacy.

3.2.2 Update Directives and Instructions

3.2.2.1 By 01 Dec 06, appropriate guidance from the approved DoD Directive on Strategic Communication will be provided to OPRs of supporting DoD directives, instructions, and other publications to facilitate the updating of those documents.

3.2.3 Milestones

- 01 Oct 06 - Issue DoD Directive on Strategic Communication
- 01 Nov 06 - Issue DoD Directive on Military Diplomacy and Defense Support to Public Diplomacy
- 01 Dec 06 - Issue DoD and Joint Staff Strategic Communication guidance
- 01 Mar 07 - Update supporting publications.

3.3 Objective 3 - Properly Resource, Organize, Train, and Equip

“The Department will focus on properly organizing, training, equipping and resourcing the key communication capabilities. This effort will include developing new tools and processes for assessing, analyzing and delivering information to key audiences as well as improving linguistic skills and cultural competence.”

During the QDR, the Strategic Communication Working Group identified capability gaps that impede DoD's progress toward more effectively supporting Strategic Communication. In some cases, there was a lack of capacity in existing capabilities; in others, needed capabilities were not supported with doctrine or resourcing. Major tasks of this objective fall into four groups: developing concepts, requirements, capacity, and training and education. A detailed task list is contained in Appendix A.

3.3.1 Develop Operational Concepts

3.3.1.1 By 01 Sep 07, DoD will develop operational concepts for the primary communication supporting capabilities for the joint warfighter, including how best to employ:

- Joint Public Affairs Support Element (JPASE), DoD PSYOP Capabilities, and Combat Camera organizations
- Cross-cultural communication and language expertise
- Regionally focused activities to collect, analyze, and fuse open-source information
- Combatant Command Theater Security Cooperation Strategies and Implementation Plans and DSPD programs.

3.3.2 Identify Requirements

3.3.2.1 By 01 Dec 06, DoD will complete identification of requirements to enhance the primary communication supporting capabilities in terms of organizational structure, composition, career paths, and leadership positions within the PA, PSYOP, and VI communities. In addition, capabilities requirements will be assessed and developed for the following areas:

- Collaborative information sharing, to include an associated enterprise capability to accommodate Strategic Communication; a process to support engagement planning and assess information at strategic, operational, and tactical levels with the capability to display events with mapping and calendaring views; and the ability to provide focused feedback and enhance a knowledge management environment
- Cross-cultural communication and language expertise

- Deployable VI systems to support Joint and Military Department PA and PSYOP communication efforts
- Theater Security Cooperation information management tools
- A Mobile Press Information Center
- Communication and information environment assessment and analysis tools
- Long-range dissemination capabilities into denied areas
- PA and PSYOP billet authorizations at all Combatant Command theater Special Operations Component (SOC) headquarters
- PA and PSYOP billet authorizations at Combatant Commands to conduct communication planning and execution in support of multiple, simultaneous time-sensitive operations
- PSYOP Support Elements.

3.3.3 Build or Maintain Capacity

3.3.3.1 OPRs designated in Appendix A will submit the following capacity and capability items for consideration in the FY 2008-2013 Program Review:

- Communication and information environment assessment and analysis tools
- Cross-cultural communication and language expertise development initiatives
- Foreign broadcast, print, and internet media analysis
- Digital Video and Imagery Distribution System (DVIDS)
- Long-term Public Affairs planning
- Defense Website Initiatives
- Collaborative and C2 tools

- DoD PSYOP Capabilities
- 21st Century media.

3.3.4 Improve Training and Education

3.3.4.1 By 01 Dec 06, DoD will establish:

- Joint standards for Military Department education and training of PA and VI communities
- Joint standards for education and training of Strategic Communication
- JPME Learning Objectives for primary communication supporting capabilities
- Joint and Military Department PA, VI, and Strategic Communication curricula at Defense Information School (DINFOS)
- Joint training that includes Strategic Communication processes and supporting capabilities where Strategic Communication is the supported effort.

3.3.5 Milestones

- 15 Sep 06 - OPRs submit items for consideration during the FY 2008-2013 Program Review
- 01 Dec 06 - Develop requirements for Joint and Service PA and VI education and training for Strategic Communication
- 01 Dec 06 - Develop programs of record through established processes for primary communications supporting capabilities of PA and VI
- 01 Mar 07 - Establish Joint Strategic Communication curricula for JPME
- 01 Mar 07 - Identify Joint training to incorporate Strategic Communication processes and supporting capabilities
- 01 Sep 07 - Promulgate concepts for Strategic Communication support to the joint warfighter.

4.0 Budget Implications. OPRs listed in this Execution Roadmap will coordinate with OSD's Office of Program Analysis & Evaluation (PA&E) to estimate the cost of initiatives listed in Appendix A. As more accurate data becomes available and concepts are developed, OPRs will provide refined cost estimates to the roadmap co-chairs. All tasks identified in Appendix A will compete for resources in the Program/Budget Review.

5.0 Roadmap Organization and Oversight

5.1 Overview of Organizational Structure and Oversight Requirements

5.1.1 Implementation oversight of the Strategic Communication Execution Roadmap will be conducted by the roadmap co-chairs. The roadmap co-chairs are the Assistant Secretary of Defense for Public Affairs (ASD(PA)) and the Joint Staff Director for Strategic Plans and Policy (J-5).

5.1.2 A Strategic Communication Execution Roadmap advisory panel co-chaired by DASD (Joint Communication), the Joint Staff J-5, Deputy Director for Strategy and Policy, and the USD(P) Assistant for Public Diplomacy Support. This panel will review task progress and ensure roadmap products are ready for roadmap co-chair review.

5.1.3 The SCIG Secretariat, with full time representatives from OSD and Joint Staff, will work closely with assigned OPRs to monitor the progress of tasks. Additionally, the Secretariat will coordinate with OPRs for presentations to the advisory panel and roadmap co-chairs, as required.

5.1.4 OPRs will identify Offices of Collateral Responsibility (OCRs) from the Services, Combatant Commands, Joint Staff, and OSD for assigned tasks, as appropriate.

5.1.5 OPRs will ensure Services, Combatant Commands, Joint Staff, OSD and other stakeholders are afforded opportunities to participate in task staffing and execution. OPR critical comments and non-concurrence will be recorded by the Secretariat and forwarded to the advisory panel and roadmap co-chairs for their review.

5.2 Reporting Requirements

5.2.1 The Director of the DoD SCIG Secretariat will chair an O6/GS-15 level working group. OPRs will provide progress updates for each task on a periodic basis to the working group. After incorporating feedback from the working group, issues will be forwarded for review by the advisory panel.

5.2.2 At a minimum, the advisory panel will report to the roadmap co-chairs monthly.

5.2.3 Roadmap co-chairs will report periodically to the DoD SCIG and DoD Deputy's Advisory Working Group.

6.0 Appendix A - Tasks

6.1 Appendix A-1 Objective #1: Institutionalize a Strategic Communication Process in DoD

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
1-1	Facilitate Horizontal Integration				
1-1 (a)	Create a DoD Strategic Communication Integration Group that will provide recommendations to integrate Strategic Communication throughout OSD, the Joint Staff, Combatant Commands, Military Departments and other elements of DoD.	USD(P) ASD/PA JS, Dir	Oct 06		
1-1 (b)	Create a DoD Strategic Communication Secretariat, staffed with personnel from OSD, Joint Staff, and include Military Department liaisons, to support the DoD Strategic Communication Integration Group.	USD(P) ASD/PA JS, Dir	Oct 06		
1-1 (c)	Develop a process to respond to Combatant Command and Military Department proposals with OSD guidance.	SCIG	Oct 06		
1-1 (d)	Develop an information portal for DoD Strategic Communication related guidance and material for all Combatant Commands.	SCIG	Oct 06		
1-1 (e)	Develop an OSD and Joint Staff process to enable trans-regional visibility and coordination of Strategic Communication issues via secure video teleconferences and face-to-face coordinating conferences.	SCIG	Oct 06		
1-1 (f)	Review Combatant Command OPLANS and CONPLANS and make recommendations that reflect incorporation of	JS, J-7	Jun 07		

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
1-1 (f) (cont.)	DoD Strategic Communication guidance.				
1-1 (g)	Assess current policy, doctrine, strategy, planning, and operations and make recommendations for integration of Strategic Communication planning and processes.	SCIG	Jul 07		
1-2	Improve integration with US Government Processes				
1-2 (a)	USD(P), in coordination with ASD/PA, begin a series of DoD conferences on collaborative strategic communication: -- Initial conferences within DoD (e.g., Combatant Commands, Military Departments, Joint Staff, and OSD) -- Expand to follow-on conferences with DoS (begin with cross-agency representation at established DoD and DoS Bureau Public Affairs/Public Diplomacy conferences).	USD(P) ASD/PA	Oct 06	\$500K	\$1M
1-2 (b)	Develop formal processes to coordinate and synchronize DoD Strategic Communication activities with key Allies and Coalition Partners.	SCIG	Mar 07		

6.2 Appendix A-2 Objective #2: Define Roles, Responsibilities and Relationships, and Develop Doctrine

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
2-1	Identify Roles and Responsibilities				
2-1 (a)	Develop a DoD Directive on Strategic Communication.	USD(P) ASD/PA	Oct 06		
2-2	Update/Draft and Issue DoD Directives/Instructions				
2-2 (a)	Develop a DoD Directive on MD and DSPD.	USD(P)	Nov 06		
2-2 (b)	Develop supporting CJCSIs on SC, MD, and DSPD.	JS, J-5	Dec 06		
2-2 (c)	Review Directives, Instructions and Publications listed below to incorporate guidance from new applicable DoDD and CJCSIs. Other DoD directives and publications should be reviewed for SC implications during their regular cycle. DoDD on IO, 3600.01 DoDD on PSYOP 3321.1 DoDD 3000.ccE, Military Support for SSTR DoDD 5400.13/14, Joint PA Operations DoDD 5040.x on Joint Combat Camera Operations DoD policy/authorities for websites Joint Pub 5-0--Joint Plans Joint Pub 3-0--Joint Operations Joint Pub 3-13--Information Operations Joint Pub 3-61--Public Affairs Joint Pub 3-53--Psychological Operations CJCSM 3122.01A/B-Joint Planning & Execution System, Vols 1 and 2 Joint Pub on Visual Information Doctrine DoDI on Website Administration, Policies and Procedures	USD(I) ASD SO/LIC USD(P) ASD/PA ASD/PA USD(P)/ ASD/PA JS, J-7 JS, J-3 JS, J-3 JS, PA JS, J-3 JS, J-7 JS, J-3 ASD(NII)	Mar 07		14

6.3 Appendix A-3 Objective #3: Properly Resource, Organize, Train, and Equip

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
3-1	Develop Concepts				
3-1 (a)	Develop JPASE Concept of Employment.	USJFCOM	Dec 06		
3-1 (b)	Develop JPSE CONOPS.	USSOCOM	Dec 06		
3-1 (c)	Develop Joint VI CONOPS.	ASD/PA	Dec 06		
3-1 (d)	Determine appropriate funding mechanism to support Combatant Commanders' Security Cooperation Strategies and Implementation Plans and related Strategic Communication programs and initiatives.	USD(P)	Dec 06		
3-1 (e)	Establish Strategic Communication Joint Integrating Concepts for the Joint Operational Concepts.	USJFCOM	Sep 07	\$2.5M	
3-1 (f)	Develop an overarching program to provide cross-cultural communication expertise to the joint warfighter (Combatant Commands and Military Departments), in cooperation with Defense Language Office.	USJFCOM	Sep 07	\$750K	
3-1 (g)	Establish and execute a proof of concept to determine effectiveness of embedding "communication culture" experts within Combatant Commands.	USJFCOM	Sep 08	\$500K	
3-1 (h)	Develop concepts for expanded responsibilities for JPASE to support Strategic Communication.	USJFCOM	Sep 07	\$1M	
3-1 (i)	Develop concepts for potential expanded responsibilities for USSOCOM PSYOP capabilities to support Strategic Communication.	USSOCOM	Sep 08		
3-1 (j)	In conjunction with USD(I) and ASD/PA, develop a concept for establishing USG-wide regional support centers to provide open-source assessment, collection, analysis and	USD(P)	Sep 08		

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
3-1 (j) (cont.)	fusion of the communication environment (OCONUS).				
3-1 (k)	Recommend new processes and programs to enhance Strategic Communication effectiveness in the emerging global information environment. Involve the private and public communication industry to leverage best practices, emerging concepts, and ideas.	ASD/PA	Sep 08	\$750K	
3-2	Identify Requirements				
3-2 (a)	In coordination with USD(I) as appropriate, review PSYOP community (Active Component (AC), Reserve Component (RC) & Government Service (GS)) size and structure, career paths, recruiting, selection criteria, retention, promotion, education, and leadership positions to determine any additional requirements to support DSPD and Strategic Communication.	USD(P)	Mar 07		
3-2 (b)	Determine appropriate composition of Joint PA and VI community (AC, RC & GS) to include organizational structure, number of personnel, rank/rates, AC/RC mix. Review current guidance for existing requirements and determine any additional requirements to support DSPD and Strategic Communication.	USJFCOM	Mar 08	\$1M	
3-2 (c)	Review and make recommendations regarding Military Department PA and VI communities (AC, RC & GS) size, structure, career paths, recruiting, selection criteria, retention, promotion, education, and leadership positions and determine any additional requirements to support DSPD and	ASD/PA	Mar 08	\$500K	

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
3-2 (c) (cont.)	Strategic Communication.				
3-2 (d)	Review and make recommendations to assess and establish viable specialties, training, education, and officer and civilian career progression paths in all Military Departments to ensure continuity and professional development over a military career to prepare qualified candidates for senior VI leadership positions.	ASD/PA	Mar 07	\$500K	
3-2 (e)	Assess current Theater Security Cooperation Management Information System, associated applications, and other web-based information management tools as potential Department-wide programs.	ASD(NII)	Jan 07		
3-2 (f)	USD(P), with technical support from ASD(NII), assess existing Combatant Command Strategic Communication processes with the goal of developing an information sharing architecture and associated enterprise support structure. This initiative should examine developing capabilities for engagement planning and assessing information, displaying events with mapping and calendaring views, and providing feedback in a knowledge management environment. It should also examine developing a web-based interactive collaborative services application to improve the process of capturing, filtering, processing, querying, and presenting information on demand.	USD(P)	Jun 07		
3-2 (g)	Study and make recommendations regarding PA leadership structure at Combatant Commands, JCS, OSD, and JTF HQs.	ASD/PA	Sep 07		

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
3-2 (h)	In coordination with USD(I), as appropriate, review the PSYOP community at Combatant Commands, theater SOCs, JCS, and OSD to determine if there are additional requirements to support DSPD and Strategic Communication.	USD(P)	Sep 07		
3-2 (i)	Explore capabilities to leverage Global Broadcast Service and other collaborative information dissemination services to support DoD communication message delivery into denied areas.	USJFCOM	Sep 07	\$450K	
3-2 (j)	Establish language and cultural skills and capability requirements, in cooperation with Defense Language Office, for the SC primary supporting communication capabilities, in view of the DoD Language Roadmap and the overarching cross-cultural communication program concept.	USJFCOM	Sep 08		\$19M
3-2 (k)	Identify communication and information environment assessment and analysis requirements.	USJFCOM	Sep 08	\$2M	
3-2 (l)	Assess existing deployable VI systems; develop and initiate a Joint Program of Record for VI distribution operations and deployable VI systems.	Army	Sep 08	\$2.5M	\$5M
3-2 (m)	Determine Joint requirements for Military Department-sourced mobile press information center capability.	USJFCOM	Sep 08	\$500K	
3-2 (n)	Determine requirements for a Joint PA force generation model.	USJFCOM	Sep 09	\$450K	
3-3	Build or Maintain Capacity				
3-3 (a)	In coordination with USD(I), maintain existing foreign print and broadcast media analysis capabilities in DoD.	USD(P)	Dec 06	\$28.7M	

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
3-3 (b)	In coordination with USD(I), determine DoD requirements for foreign print and broadcast media analysis to support Strategic Communication.	USD(P)	Dec 06		
3-3 (c)	Develop a strategy and identify funding to sustain Combatant Command website initiatives and a plan for expanding this capability to other Combatant Commands, if appropriate.	USD(P)	Jan 07		
3-3 (d)	Maintain DVIDS operations with scalable support to Combatant Commands until transition to POR.	Army	Jan 07	\$22M	\$75M
3-3 (e)	Identify and aggressively pursue 21 st century media capabilities (streaming web video, podcasts, etc.).	ASD/PA	Jan 07	\$3M	\$15M
3-3 (f)	Accelerate use of collaborative tools (such as Information Work Space) within OSD, Combatant Commands, Military Departments, and the Joint Staff for all Strategic Communication primary communication supporting communities.	USJFCOM	Oct 08	\$3M	\$15M
3-3 (g)	Expedite full operational capability of the Joint Public Affairs Support Element (JPASE).	USJFCOM	Oct 07	\$5.4M	\$31.1M
3-3 (h)	In coordination with USD(I), provide DoD with foreign broadcast, internet, and print media tools and products based on identified communication information environment assessment and analysis requirements.	USD(P)	Sep 09		\$125M
3-3 (i)	Design and implement a Joint PA force generation model based on identified requirements in task 3-2(b).	USJFCOM	Sep 09		\$1M

Task #	Task Description	OPR	Suspense	Projected FY 08 Impact	Projected FYDP Impact
3-4	Improve Training and Education				
3-4 (a)	Integrate and align DINFOS's Strategic Plan to fully support Strategic Communication training and education requirements.	ASD/PA	Nov 06	\$4M	\$20M
3-4 (b)	Develop Strategic Communication training and education requirements for Joint PA, VI, and IO communities.	USJFCCOM	Dec 06		
3-4 (c)	Establish Strategic Communication and Public Affairs curricula for JPME education and training.	JS, J-7	Mar 07		
3-4 (d)	Identify integrated joint training to incorporate Strategic Communication processes and the primary supporting capabilities.	JS, J-7	Apr 07		
3-4 (e)	Expand capacity at DINFOS to fully support intermediate and advanced Joint PA and VI training requirements.	ASD/PA	Jan 08	\$2M	\$10M
3-4 (f)	Expand capacity at DINFOS to fully support initial Military Department PA and VI training requirements.	ASD/PA	Jan 08	\$3M	\$15M